

**Income Maintenance Advisory Committee
Department of Health and Family Services
Division of Health Care Financing
January 15, 2004
*Minutes***

County Attendees: **Jackie Bennett**, Racine Co.; **Sheila Drays**, Dodge Co.; **Joanne Faber**, Washington Co.; **Jane Huebsch**, Marathon Co.; **Ed Kamin**, Co-Chair, Kenosha Co.; **Doreen Lang**, Wood Co.; **Bob Macaux**, Florence Co.; **Chris Machamer**, Waupaca Co.; **Joyce McCrary**, Milwaukee Co.; **Terri Rapp**, Wood Co.; **John Rathman**, Outagamie Co.; **Felice Riley**, Milwaukee Co.; **Shirley Ross**, LaCrosse Co.; **Sue Schmitz**, Waukesha Co.; **Sheryl Siegl**, Winnebago Co.; **Tony Sis**, Dane Co.; **Cindy Sutton**, Rock Co.

State Attendees: **Bernadette Connolly**, DHFS/BIMA; **Curtis Cunningham**, DHFS/OSF; **Sara Edmonds**, DHFS/BHCE; **Brian Fangmeier**, DHFS/BIMA; **John Haine**, DHFS /BIMA; **Lisa Hanson**, DHFS/BHCE; **Essie Herron**, DHFS/BIMA; **Vicki Jessup**, DHFS/BIMA; **Jim Jones**, DHFS/BHCE; **Mal Jones**, DHFS/BHCE; **Donna King**, DHFS/BHCE; **Pam Lohaus**, DHFS/OSF; **Bob Martin**, DHFS/BHCE; **Cheryl McIlquham**, DHFS/BHCE; **Scott Riedasch**, DHFS/BHCE; **Jodi Ross**, DHFS/BIMA; **Susan Wood**, DHFS/BIMA; **Rick Zynda**, DHFS/BIMA

Administrative Items

Due to the posting delay, November, December, and January minutes will be approved at the February meeting.

Sub-Committee Reports

▪ **Public Assistance Program Integrity/Fraud Prevention Subcommittee**

Below is an attachment of recommendations to the IMAC committee, which will be finalized and discussed at the March IMAC meeting.

- **IT Subcommittee**

Attached is the update given to the IMAC committee.

A concern was raised regarding premium letters for BadgerCare that were sent to recipients. Agencies indicated that because the letter did not provide an explanation of why the premiums were increased, counties received an increased volume of phone calls from recipients.

Jim Jones explained that a Medicaid Recipient Newsletter was sent in October to all recipients with an article explaining that premiums were increasing. In addition, there were several articles in newspapers to alert everyone to the change and the reason for it. Printing a reason on the letter from the CARES system would have been a costly change because a reason code would have to be added to the system. The IT subcommittee discussed the premium change, but did not identify this as an issue. At the IMAC's suggestion, the state will review the reason codes to determine if a change can be made before a situation like this happens again.

Quality Assurance Update

Wisconsin is still in the running to get a state bonus for most improved error rate. However, the error rate is still quite high and this could result in a sanction next year.

Please see the handouts attached below, including the corrective action update.

Automated Case Directory

Jim passed around a copy of the Operations Memo, number 03-57, with the new online information. Michael Hendricks from Deloitte and Robert Demala from DWD tech support did a demonstration of the website and how to find/read selected items.

Management Information Needs of Local Agencies

- Bob Martin passed around information about an IT conference for local agencies, with dates and times still TBD.
- Administrator's memo series ideas were distributed, and will be discussed at February's meeting.

**IMAC Public Assistance Program Integrity/Fraud Prevention
Ad Hoc Subcommittee
January 2004 Report**

- **Committee:**
 - Membership – DHFS & DWD policy, systems, and regional staff; local agency and private contract agency staff
 - Monthly meetings beginning August 2003
 - Based on committee charter, the following priorities have been discussed to date.
 - Additional research and analysis to be completed prior to finalizing recommendations for IMAC.
- **Funding:**
 - ***Wisconsin's Current Structure for funding Fraud Prevention Programs:***
 - State Program Revenue from benefit recovery and federal match used to fund state administration and allocated to local agencies.
 - Local agencies receive an “incentive” retention (15%) of recovered Food Stamp & Medicaid client caused overpayments (none for Child Care & W2) but are not required to reinvest the money into Program Integrity activities.
 - ***Other States:***
 - Funding structures differ from Wisconsin's – most states allocate GPR, matched by Federal funding for State and/or local administration of such programs. Some are also partially funded by local funds. Few, if any, depend on Program Revenue (collection of overpayments) to fund their programs.
 - ***Rationale for Change:***
 - To assure proper administration of public assistance programs, it is the State and Local Agencies' responsibility to administer Program Integrity/Fraud Prevention activities in order to prevent incorrect benefit issuance.
 - Therefore, State funding for the administration of such programs should not be dependent on Program Revenue from the recovery of overpayments. The result is counterproductive, as successful prevention leads to diminishing program revenue.

- **Options for General Program Funding:**

1. Fund local agency IM & W2 contract allocations with State GPR & Federal funds - continue retention/incentive payments and seek additional incentives from Child Care & W2.
2. Increase local agency contract allocations to fully fund Program Integrity programs with GPR/Fed funds and eliminate retention/incentive payments to local agencies.

Note – under either option, the State’s share of Program Revenue from collections is retained by the State to offset GPR expenditures.

- **Options for distributing funds to Local Agencies:**

1. Current formula – Program Integrity funds issued in addendum to the IM Contract – Fraud Investigation funds reimbursement using pay-for-performance methodology.
2. Combine Program Integrity and Fraud Investigation funding and issue as part of the IMAA – designated for Program Integrity/Fraud Prevention programs in local agency plans.

- **Program Integrity/Fraud Prevention Designated Staff**

- **State Administrative Staff**

- Options:**

1. Current structure –administrative policy, contract, fiscal, data collection, monitoring, etc. activities based on functional responsibilities of designated Sections/staff in the Bureau of Eligibility Management – one lead/coordinator
2. Separate Section or Unit - comprised of designated staff to perform specific Program Integrity/Fraud Prevention administrative functions
3. Contract Monitoring functions – need to prioritize in order to:
 - Ensure complete and accurate reporting in CARES
 - Measure rate of referrals for FEV and Fraud Investigations
 - Measure rate of claims establishment
 - Ensure each agency has a designated “gatekeeper” to oversee Program Integrity/Fraud/Benefit Recovery activities

- **Local Staff** – county/tribal/contracted

- Options:**

1. Designated staff in each local agency – full-time or part-time
2. Consortiums of local agencies – designated county/tribal or contracted staff serving more than one agency

- **Additional Options**

1. State Investigators - Program Integrity/Fraud Investigative activities become a State responsibility, performed by State or State contracted staff – administered centrally and located in

local agencies and/or regions, to assure consistency of services in all geographic locations.

2. Centralized Benefit Recovery Unit – a specialized unit that provides overpayment calculation and benefit recovery services to local agencies for all public assistance programs.

- **Process Flow Models** – develop models for local agencies' Program Integrity/Fraud Prevention/Benefit Recovery processes:
 - Large, medium, small agencies
 - Local agency staff vs contracted staff
 - Individual agency vs consortium models
 - Use other states' models as guides
 - Define general responsibilities of IM staff, FEV staff, and Fraud Investigators in each of the models
 - Identify the impact of each of the models on workload reduction for IM staff
- **Policy Issues**
 - State Policies/Procedures – determine need for State statutory or administrative rule revisions related to funding or staffing recommendations
- **Automated Systems**
 - Determine adequacy of data collection/reporting processes to measure program outcomes and cost effectiveness
 - Overpayment Calculations
 1. Analyze adequacy of current CARES system to determine overpayments
 2. Research stand alone systems used in other states – states designed systems and private vendors' software programs (consider pilot in one or more local agencies)
- **DWD Programs**
 - Determine status of State and local agency Program Integrity/Fraud Prevention policies and programs for Child Care and W-2 – current and future direction.
 - Create dialog between local agencies and DWD concerning programs, services, and funding to address program integrity issues relative to Child Care and W-2.

January 2004

Update from the IMAC Information Technology Subcommittee

Co-Chairs – Jim Jones, DHFS & Debbie Bigler, Milwaukee County

1. Review of Recent Changes and Other CARES Actions

- December Cost-of-Living-Allowance (COLA) Mass Change – updated 80,000+ cases, but erroneously created alerts and exceptions for closed cases (cleared up the Tuesday after the mass change)
- Medicaid Notice Roll-Up – Condensed the 38 subprograms of Medicaid into five categories on the Notice of Decision. This shortens the notice making it easier to understand. This change is expected to decrease the volume of phone calls received by eligibility workers in which they ‘translated’ the notice for the client. This change will also reduce our notice costs by about \$1,000/day. The five categories of Medicaid are:
 - Family Medicaid/BadgerCare
 - Medicaid for the Elderly, Blind and Disabled
 - Long Term Care Medicaid
 - Medicare Premium Assistance (QMB/SLMB)
 - Limited Benefit Programs (Family Planning Waiver)
- Added the Combined Application Form Addendum to the CARES CAF
- Fixes associated with the County CARES Wish List – CMCA & AQIN

2. CARES Worker Web Discussions

- End User Feedback Efforts –
 - County Survey
 - Deloitte and DHCF staff tour of Dane and Milwaukee County
 - Further contacts with local agency’s to clarify remarks from the survey
 - Coming soon . . . Review of web pages in development
- Intelligent Driver Flow Presentation and Discussion

3. Pathlore Learning Management System (LMS) Overview

4. BadgerCare and New Hire Employer Verification Form Processing Review and Discussion

5. Electronic Case File (ECF) Overview and Discussion

- A web-based electronic case file would contain images of applications, forms and supporting documentation for Income Maintenance cases.
- Documents would be scanned in both centrally and locally.

January 2004

Update from the IMAC Information Technology Subcommittee

Co-Chairs – Jim Jones, DHFS & Debbie Bigler, Milwaukee County

- Access to the ECF will be through the Internet, it will require a user ID and password and will use the CARES-based 'keys' (case number, PIN, etc.)
- We've identified and purchased the necessary software to create the ECF on the web.
- The first item in the ECF will be the Employer Verification Form.
- We will add other items that would be scanned centrally over time.
- We will begin working several pilot counties (Milwaukee, Dane, others) to develop the complete structure of the ECF and to explore the business processes that need to be supported by local scanning.

6. An Overview of CARES Security Changes

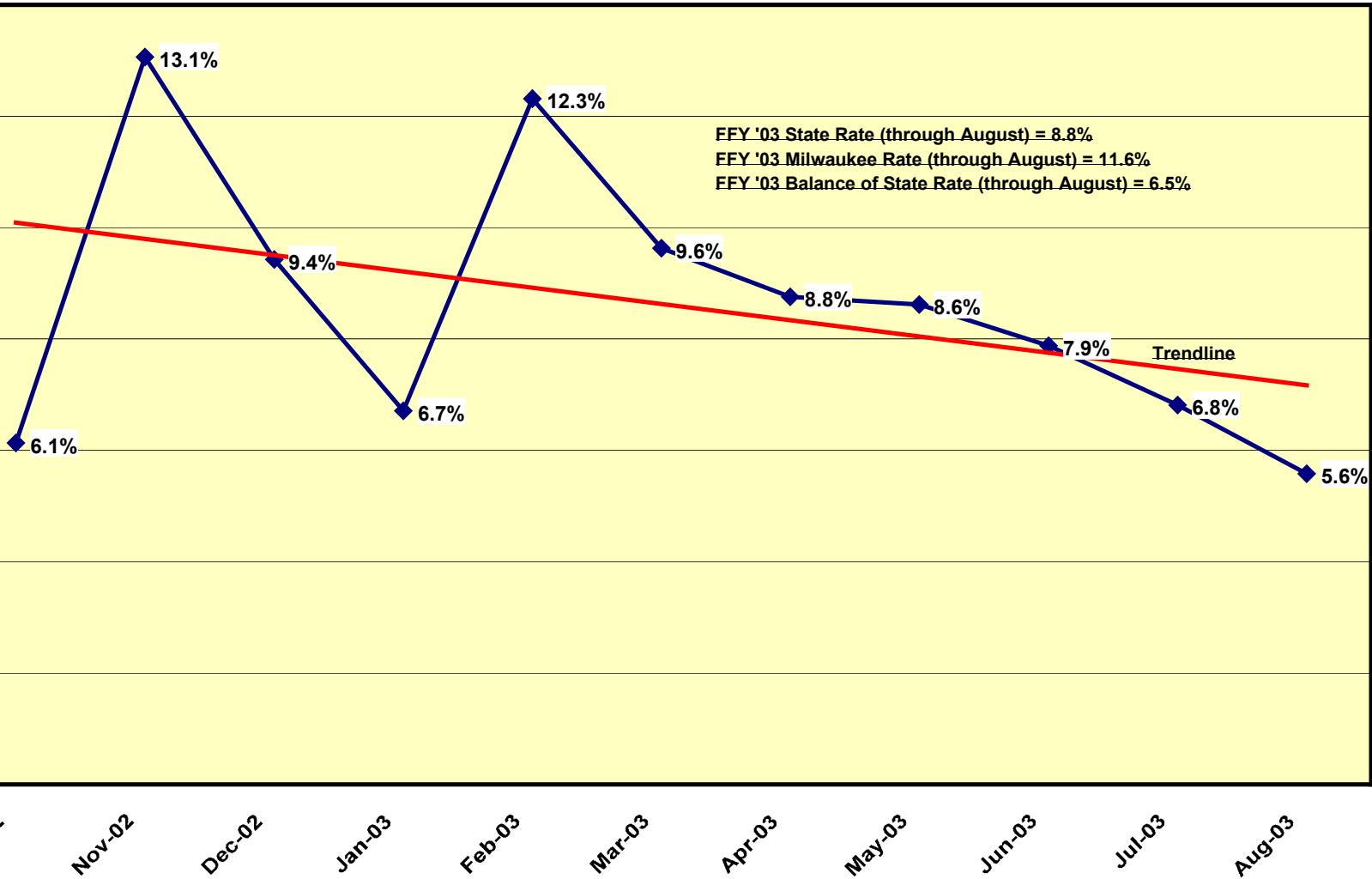
- For IM consortium agencies.
- For regional change centers.
- For the CARES Worker Web and the Electronic Case File.

7. CARES County Worker Wish List

8. Next Agenda

- Food Stamp Transitional Benefits
- Food Stamp Reduced Reporting, Phase IIA

State Error Rate FY '03 (10/02-08/03)



Food Stamp Program Corrective Action Update

January 15, 2004 IMAC Meeting

Wisconsin must make substantial strides in FFY04 to avoid incurring new penalties and forfeiting at-risk dollars from previous performance. A substantial amount of dollars are at stake. The following is a summary of the issues Wisconsin is facing:

- ❑ At-risk, \$870,000 according to FFY02 settlement agreement
 - ❑ Must be at or below Federal tolerance levels in FFY04
 - ❑ National error rates are trending downward
- ❑ Payment Accuracy Status for FFY 03 and Beyond
 - ❑ Sanctions now based on performance in 2 consecutive years
 - ❑ Although substantial progress has been made in FFY 03, State and Milwaukee County error rates are projected to be above Federal tolerance
 - ❑ State plan to achieve 6% payment error rate is dependent on 7% rate for Milwaukee County and 5% for the balance of the state

Current active reinvestment-funded payment accuracy initiatives include:

- **Local agency error reduction grants (\$278,000)** under which local agencies submitted proposals to utilize reinvestment funds directly in the local agency
- **Payment Accuracy Consultants statewide (\$1,462,500)** who will concentrate their efforts on the 20 agencies in Wisconsin that account for 82 percent of the FSP caseload. They will assist any agency upon request
- **CARES enhancements (\$416,500)** to improve the state's automated system by adding data from trusted sources, followed by a system generated review of eligibility using the new information
- **Reduced Reporting changes (\$695,000)** that include modifying the CARES system to support the state's implementation of reduced reporting requirements by Food Stamp recipients, along with training for workers about the policy and systems changes.
- **A Scanning/Online Filing Project(\$1,761,800)** that will develop new case management tools, including scanning of documents and electronic case records, to support Food Stamp workers in the state and reduce workload
- **Milwaukee-specific Initiatives:**
 - **PA manager (\$109,000)** responsible for the coordination of all payment accuracy initiatives in Milwaukee County and act as a liaison between Milwaukee County and DHFS.
 - **Improved Phone System for Milwaukee County (\$232,500)** requires an investment in necessary telephone hardware that will result in a more efficient and effective operation of the change center and customer calls to workers.
 - **Service Delivery Model Improvements (\$897,512)** to reengineer Milwaukee County's processes and procedures for providing FSP services from the point of eligibility determination through the actual delivery of services

This does not include initiatives under previous plans that have been completed

UPDATE ON MILWAUKEE PROJECT

As part of the Milwaukee County payment accuracy project, Deloitte is recommending four immediate strategies for the State and Milwaukee County to positively and rapidly impacting the payment accuracy rate in FFY 04:

Case Sweep in Milwaukee County

Design, pilot and implement a find and fix (i.e., case sweep) campaign utilizing an enhanced 2nd party review instrument. This is a short-term, stop-gap measure that will decrease the likelihood that quality control (QC) reviews will pull cases that are in error. Other benefits of the case sweep include:

- ❑ documenting findings so that lessons learned can be shared with the field to prevent future errors
- ❑ development of an approach that maximizes the likelihood that cases, once corrected, will stay correct for the longest period of time.

To execute the case sweep, an improved 2nd party review tool will be developed. The improved tool should have the following characteristics to help the Case Sweep campaign be successful:

- Ability to uniformly guide the reviewer to high QC error areas
- Inclusion of policy references
- Availability of a reference/review guide
- Question-based surveys

This effort will also include developing a profile of error prone cases to use in selecting the cases to be reviewed. This will allow cases that are most likely to contain errors to be targeted quickly to generate the greatest return from their investment. The improved 2nd party review tool and error prone profiles will be developed with statewide application in mind.

County-level Corrective Action Planning

Establish a County-level Corrective Action Steering Team (CAST) to develop a county Corrective Action Plan (CAP), manage the County-specific corrective action projects and oversee the implementation of State corrective action initiatives in Milwaukee County.

The CAST would ensure that projects fit with the overall vision of the organization, and then plan, coordinate, monitor and evaluate corrective action initiatives. Other key responsibilities of the CAST include, but are not limited to:

- Developing a charter
- Ensuring representation of the perspective of affected parts of the organization as well as consideration of issues from an agency-wide perspective
- Establishing a formal process for the review and approval of corrective actions prior to their initiation
- Establishing an Error Review Panel to formalize the County's approach to evaluating all QC errors to improve their ability to dispute errors and inform the corrective action development process

A county-level CAP will also:

- Enhance management of performance objectives
- Give greater visibility to the initiatives and progress the organization is making
- Serve as a communication tool for department personnel as they address and resolve payment accuracy issues.

The model developed could be replicated by other agencies.

State QC Reform

This Quality Control project is a high impact, direct intervention to “level the playing field” on which Wisconsin competes by determining if we can modify our QC approach to align more closely with other states and FNS minimum standards. The impact on error reduction of this project is very high relative to cost because it involves changing the practices of only a small group and could significantly impact FFY04 rates.

This initiative is targeted primarily at the State level. Improvement activities may include:

- Surveying 5-7 other states, primarily in Wisconsin’s region, to identify practices and other strategies for the QC review process (e.g., QC review practices and transmittal procedures to FNS).
- Developing a strategy to engage FNS to determine an effective and flexible QC approach
- Re-evaluating policy choices related to reporting changes in other programs affecting food stamp benefit issuance.
- Providing an external resource to mentor State QC reviewers during the initial implementation of the enhanced QC process.

Any modification to QC process will have a statewide impact. The Program Evaluation Section is leading the effort to evaluate possible improvements/strategies.

Revised Approach to Distributing Sanction Liability

In Wisconsin, financial liability for penalties from FNS is shared between the State and agencies with a valid sample and error rate above the national tolerance level. Under the current approach, agencies are only responsible for penalties associated with payment errors classified as Agency Preventable Errors (APE). As such there is effort expended to find ways to re-classify QC errors from APE to other categories (client caused, CARES, etc). Deloitte believes the current arrangement is not conducive to error reduction. Given the prospect of additional penalties for FY04 and the magnitude of improvement necessary to avoid sanction status, Wisconsin and its local agencies cannot afford to significantly limit their error focus. The objective of this effort should be to revise the current sanction distribution method to enhance local efforts to improve payment accuracy and minimize time spent on how to categorize errors.

The IMAC QA subcommittee has made recommendations to change the current penalty arrangement as a way to address this situation. If we are to revisit this policy, Deloitte recommends reaching out to other states that have “state supervised, county administered” Food Stamp Programs to understand the approaches utilized in those jurisdictions.

**DEPARTMENT OF WORKFORCE
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**TO: Economic Support Supervisors
Economic Support Lead Workers
Training Staff
Child Care Coordinators
W-2 Agencies**

**FROM: Amy Mendel-Clemens
Communications Section
Bureau of Health Care Eligibility**

**BHCE/BWP OPERATIONS
MEMO**

No.: 03-57

Date: 09/25/003

Non W-2 [X] W-2 [X] CC [X]

SUBJECT: THE NEW CARES AUTOMATED CASE DIRECTORY (ACD)

Effective Date *SEPTEMBER 30, 2003*

Purpose

This memo informs CARES users of the availability of the new Automated Case Directory (ACD) available September 30, 2003. It explains what the ACD is, how to access it, why it's an improvement over the printed EOS case directory, and gives contact information in case there are problems accessing the ACD.

BACKGROUND

The printed EOS case directory reports will no longer be printed and mailed to each agency each month. The last printed case directories will be mailed to agencies in late September 2003. These reports will still be available in EOS. Those EOS report names and numbers are:

C717 CARES-RP611A-RPC CASE DIRECTORY
C718 CARES-RP612A-RPC CASE DIRECTORY-SUMMARY

Historical versions of these reports from prior months will continue to be available.

The Department of Health and Family Services (DHFS) and the Department of Workforce Development (DWD) have been working together to develop an online case directory to reduce printing and mailing costs, and to make it easier for users to find the

case information they need to do their jobs. A survey was conducted this year to find out what agency staff would like to see in an online case directory. The Departments used that information in designing the ACD.

The ACD consists of a series of reports called “Corporate Documents” that are created and saved on the Internet. Specific reports will answer specific types of questions about an agency, an office, an administrative unit, a supervisory unit, a caseload, or cases assigned to a specific worker.

BENEFITS OF USING THE ACD

- ACD reports are run weekly and therefore are an up-to-date view of the data in CARES. EOS case directory reports are run monthly.
- Once you learn how to use the ACD reports, it will be much easier to find the information you want. By using dropdown listboxes, you'll be able to filter out the information you don't want to appear on your report. For example, if you only want to see cases in your caseload that are pending, you simply choose your caseload number from a list of all caseloads and “pending” from a list of possible case statuses.
- Workers have the ability to save reports in Personal Documents, with the specific sorts and filters they have set up.
- Certain reports may be helpful as a food stamp error reduction tool. You'll be able to find error prone cases easier.
- The EOS case directory is still available. If you ever need to access a case directory in the old format, it will still be available, but only online with other EOS reports.
- You can export data from an ACD report to Microsoft Excel if you ever need to do further analysis on data, or want to create a mailing list with name and address information.
- Several of the ACD reports are geared for a specific worker type: The ES worker, the FEP, or the WP Case Manager. You can choose who a case “belongs to” based on the worker(s) assigned to the case.
- Since the ACD is online, reports can be accessed anywhere with an Internet connection.

USERS

Individual workers or managers can use the ACD reports. Anyone with access to CARES can get access to the ACD. Non-CARES users will not be allowed access.

Workers will find the ACD helpful in answering basic questions about their cases. Examples include:

- What cases are due for review in a specific month?
- What cases have not yet completed their review for this month?
- How many cases do I have? What types of cases are they?
- What cases have earned income or unearned income?
- What cases have an individual with a work program exemption reason, and what is it?

- What cases have individuals that have a specific living arrangement code such as "Homeless" or "Military Absence?"
- What cases have an individual receiving Foster Care or Kinship Care?
- What cases have an open CC AG when there is no authorization?

Managers will find the ACD helpful in answering broader questions:

- What are the total cases in my agency?
- What are the agency totals by case type?
- How do I create mailing labels for all cases in my agency or for a subset of cases in my agency?
- How can I tell who has specific case types so that I can better realign caseloads?
- What's the number of new cases for a worker this month?
- What's the number of closed or denied cases for a worker for this month?
- How do I find cases that are pending for more than 30 days, 90 days, or more?
- How do I find error prone cases that may cause a food stamp error if pulled for QC?
- Which of the cases in my agency are confidential?

HISTORICAL DATA

There is no history of the ACD reports. Each time you access the ACD, it reflects data as of the report run date, which displays in each report. When you open an ACD report, the data will be no more than a week old. Data for the reports will be refreshed each weekend and will reflect what was in CARES as of the report refresh date. If you want to see historical information, you must go to the EOS case directory report for that month. However, you are able to save a report with specific data to a Personal Documents Directory that is stored online. In this manner, you will be able to keep historical reports from the ACD.

ACCESS TO THE ACD REPORTS

- Current Data Warehouse Users:
If you have access to any of the CARES DATA MARTS (FS, CC, Performance Standards, or W-2), in the CARES DATA WAREHOUSE, you will see the new ACD reports in your list of Corporate Documents in WebI when you log in after September 30, 2003. You will not need to do anything else.
- All Other Cares Users:
All other CARES users that want access to the ACD must fill out the new Wisdom Applications Access Request form (DWSW-13916-E). It is available on the DWD/DWS Partner Page at:
https://workweb.dwd.state.wi.us/forms/dws/DWSW_13916_E.htm

A DWD password is required to access this site. The instructions on filling out the form are clear. In #3 under "Access Requested", check off:

"View Access to Wisdom Data" and
"Automated Case Directory"

Follow all other instructions. The PDF form is fillable. Complete the form on line and print it. Ultimately, the form must be sent to the DWD/DWS security officer. Questions regarding security access to the ACD can be sent to DWD/DWS Security at 608-261-6827. You will be notified when your access has been granted. The website for accessing the ACD reports is given on the training website below.

INFOVIEW

Accessing the ACD is done through a tool called “InfoView”. InfoView is where you first log in to the ACD. This will give you access to an application called “WebI”, where the ACD reports are stored. The link to InfoView and the ACD reports is given on the training website below.

TRAINING

All training materials for the ACD are located on one website:

<http://www.dwd.state.wi.us/destrain/AutoCaseDir/default.htm>

This page:

- Describes the ACD;
- Tells how to get security access;
- Gives a link to a detailed training packet. This training packet is a pdf document that tells what the ACD website address is, how to access the reports, how to save and print reports, how to email them to other users, and much more. **All users of the ACD should read this training packet. There will be no face to face classroom trainings on the use of the ACD;**
- Gives a link to a powerpoint that provides an overview of the ACD. Managers may find this useful to present at unit meetings. The powerpoint also gives many case examples of how you may use the ACD;
- Gives a link to an activity pack of training exercises and answers;
- Describes how to sign up for training via the WisLine Web. WisLine is a distance learning method, which will allow the worker to sit at her/his desk, while on a conference call with the trainer and walk through the steps on her/his own personal computer.
- Provides phone numbers and email addresses in case you have questions.

CONTACTS

BHCE CARES Information & Problem Resolution Center

Email: carpolcc@dhfs.state.wi.us
Telephone: (608) 261-6317 (Option #1)
Fax: (608) 267-2269

Note: Email contacts are preferred. Thank you.

DISCUSSION DOCUMENT FOR JANUARY 2004 IMAC MEETING

STATE OF WISCONSIN
IT CONFERENCE FOR LOCAL AGENCIES SPONSORED BY: DWD, DHFS
AND DOA

WHEN: Spring/Early Summer 2004
Date and meeting length TBD based upon agenda

WHERE: Specific location TBD (suggestions welcome)

WHO SHOULD ATTEND: County and Partner agency Information Technology representative(s) and a lead worker/supervisor(s)

POTENTIAL TOPICS TO DISCUSS:

- Host on Demand (HOD)
 - Accessing mainframe applications
 - Connectivity
 - User impact
 - Printing help
 - Q&A
- Active Directory and other application security and application access related topics – short and long-term plans (CARES)
- Assorted interactive/hands on workshops
 - CARES Worker Web (including “HATS” - Host Access Transformation Services - demo)
 - Barrier Screening Tool
 - Distance Learning/Training
 - Automated Case Directory (ACD)
 - Electronic Scanning/Case Files
 - Other?
- Retraining/motivating experienced IM workers as applications transition to the Web
- Open Forum(s) – General (and/or specific breakout sessions) with Q&A to State technology experts

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03-01 3-25-03	New Department of Health and Family Services/Division of Health Care Financing Administrator's Memo Series
03-02 4-1-03	2003 Required Training for Income Maintenance (Food Stamps, Medicaid) Staff
03-03 4-4-03	Requirements for W-2, Child Care, Medicaid and Food Stamp Application
03-04 5-30-03	2004 Base Income Maintenance Administrative Allocation Preliminary Notice
03-05 7-7-03	Income Maintenance Advisory Committee (IMAC)
03-06 7-10-03	Status of IM Agencies under the health Insurance Portability and Accountability Act of 1996
03-07 7-25-03	Income Maintenance Financing Issues, Including additional funding for 2003
03-08 12-01-03	FS Management Evaluation Review/03-12
03-09	2004 Public Assistance Fraud, Medicaid Transportation and Funeral Cemetery Allocations and County Fraud Instructions
03-10	Not Used
03-11	QA Plan + Customer Service Standard
03-12 12-04-03	Food Stamp Management Evaluation Review
03-13	Public Assistance Benefit Recovery of Overpayment
03-14 12-15-03	Supplemental Income Maintenance Funding for 2004